



The development of the draft reinvestment recommendations involved summarizing the results from the various focus group workshops and visioning sessions, in addition to synthesizing the information gathered in the Asset Profile report. Cluster Board members and community stakeholders were presented with the draft recommendations and a strategic initiatives map, to aid in visualization of land use recommendations, for review and revision. Meeting discussions brought forth additional concerns and information, as well as new issues that were not identified in previous workgroups. Additions and revisions were made and brought forth to the community members for approval. Upon approval of the recommendations, Cluster Board Members and interested stakeholders were asked to individually identify the three most important recommendations within each topic group. In order of priority, the topic groups include:

1. Housing
2. Youth Development
3. Job centers
4. Neighborhood Commercial
5. Transportation
6. Special issues

All results were returned to the Technical Assistance Team for database compilation. The recommendations for each topic group were again presented to community members for final approval.

Cluster 4 Recommendations and Priorities

Housing

Goal Statement

Preserve and improve neighborhoods. Provide a cross-section of housing opportunities which are consistent with the character of the surrounding community

Objective 1

Provide quality affordable housing.

Policies and Procedures

Time in Years	Recommendation
1-3	<ul style="list-style-type: none">• Strongly encourage and provide incentives for developers to create mixed-income housing units in all projects.
1-3	<ul style="list-style-type: none">• Create a "Community Fair Share Fund" from City gambling revenues to fund a program to make code improvements to owner- and renter-occupied housing for low and moderate income, elderly and other households.
1	<ul style="list-style-type: none">• Lobby to provide state/local tax incentives to encourage rehabilitation of historic homes.
1-3	<ul style="list-style-type: none">• Develop a strong database system to communicate information and technical assistance to home owners regarding tax incentive programs for rehabilitation.
1	<ul style="list-style-type: none">• Call for a moratorium on demolitions, unless for emergency reasons, in the Cluster (especially the North End) until a community assessment is made of which homes can be reasonably rehabilitated.
1	<ul style="list-style-type: none">• Build new, owner-occupied preferred, housing developments in all neighborhoods where applicable.
1	<ul style="list-style-type: none">• Target Brush Park, North End, Burlingame-Webb-Calvert, McDougall Hunt and Briggs communities for new and infill construction housing consistent with the existing community.
1-3	<ul style="list-style-type: none">• Support existing and create new volunteer community-based organizations to act as facilitators for their communities related to all planning and development issues.

Policies and Procedures and Financial

Time in Years	Recommendation
1	<ul style="list-style-type: none">• Develop public and private funding sources for low income families to own and rehabilitate existing homes.
1	<ul style="list-style-type: none">• Make down payment assistance available through CDBG. Monies to be administered through an independent nonprofit organization.
1	<ul style="list-style-type: none">• Create a Commission with the charge of developing and implementing a method of evaluation that will increase the accountability of existing organizations receiving public monies. The evaluation should be based on stated mission, goals and results and by considering the priorities included in the CRS plan. The Commission's goal will be to promote economies of scale and monitor expected results. Cooperation and partnership amongst existing organizations will be the foundation of this entity.

Policies and Procedures and Land Use

Time in Years Recommendation

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| 1 | • | Rehabilitation as a priority, rather than demolition. |
| 1-3 | • | Develop rental housing options targeted to empty nesters, young couples, and singles with disposable income. |

Objective 2

Create, publish, adopt and disseminate a city-wide, Comprehensive Housing Preservation Strategy which focuses on preventing housing deterioration through aggressive code enforcement, financial assistance to low-income homeowners, and a method of reducing the time for tax foreclosed housing to revert to the City and then to new homeowners.

Time in Years Recommendation

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| 1-3 | • | Evaluate existing zoning ordinances and modify those that inappropriately hinder housing redevelopment. Promote new creative zoning changes such as Neighborhood Conservation Districts that would regulate conditions to better promote and maintain neighborhoods. |
| 1-3 | • | With significant community input, create an authority to develop and monitor the "Comprehensive Housing Preservation Strategy." |

Objective 3

Encourage major institutions to participate in housing development by increasing the level of financial commitment for developing housing.

Policies and Procedures and Financial

Time in Years Recommendation

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| 1-3 | • | Expand and renew the Woodward Fund and encourage the fund predevelopment activities in other areas within Cluster 4. |
| 1-3 | • | Encourage foundations to match Hudson-Webber commitment to Woodward Fund. |
| 1-3 | • | Work with established agencies such as the Detroit Alliance for Fair Banking to encourage local banks to take a larger role in the financing of major development projects. |

Objective 4

Demand that the Planning and Development Department (P&DD) take a more proactive role and act as the center to coordinate and facilitate development for the city.

Objective 5

Seek to preserve early 20th century housing stock in reasonably stable condition.

Policies and Procedures

Time in Years Recommendation

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| 1-3 | • | Nominate qualified districts (neighborhoods built prior to 1936) to local and national register. |
| | • | Request that Historic District Advisory Board (HDAB), local organizations and historic preservation classes identify all historic resources in Cluster 4. |
| | • | Determine the eligibility of resources using national/local register standards. |

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| 1-3 | <ul style="list-style-type: none"> • Prepare nomination forms to submit to the State Historic Preservation Office [SHPO] • Obtain foundation and SHPO grants. • Work with professional design organizations, such as the American Institute of Architects-Detroit Chapter, to formulate design standards to institute which are consistent with the City standards for infill housing to be in keeping with the existing built environment. |
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Objective 6

Work to increase homeownership in the Cluster from 19 percent to 50 percent of all households.

Policies and Procedures

Time in Years	Recommendation
1-3	<ul style="list-style-type: none"> • As an overall housing priority, support existing programs and/or develop and promote new programs to increase home ownership within the Cluster. This includes strengthening neighborhood block clubs and/or associations and discouraging the rental of single-family homes in owner-occupied neighborhoods by "absentee landlords."
1-3	<ul style="list-style-type: none"> • Encourage housing reinvestment that: <ul style="list-style-type: none"> - Maintains the stability of intact neighborhoods where housing conditions are good and values are stable - Reinforces ongoing initiatives for housing improvements that are showing signs of success

Objective 7

Increase the numbers of primary, secondary and adult education opportunities created to address the lack of skilled, licensed, bonded trades persons to take advantage of job and economic opportunities in housing development.

Policies and Procedures

Time in Years	Recommendation
1	<ul style="list-style-type: none"> • Expand and support existing programs that provide job training in the cluster such as Peter Claver Center and Youth Build.
1-3	<ul style="list-style-type: none"> • Seek, create and locate additional programs in cooperation with the trade unions, community colleges, universities, fraternities, and sororities.

Specific Neighborhood Projects (Unranked)

- a. Capitalize on the concentration of vacant, City-owned land in the proposed "River Run" area and encourage community groups to plan a new community of new, primarily for sale infill and rehabilitated housing which also includes open space linked to the riverfront and commercial, service and civic uses.
- b. Within and surrounding the Briggs community encourage the construction of new single family homes with appropriate townhome construction in a manner consistent with the historic design of the community.
- c. Within the Brush Park Neighborhood:
 - Restore or renovate historic housing stock deemed salvageable and immediately remove unsalvageable and dangerous structures.
 - Provide appropriate signage and other enhancements identifying and promoting Brush Park.

- Re-assess the local and national Register historic designation boundaries and determine if Brush Park, as a whole, has truly benefited or likely to benefit from such historic designations. If determined not beneficial: 1) remove the historical designations for the area; 2) redetermine the eligibility of individual houses, structures and facilities for historical designation.
 - Remove Brush Park's Urban Renewal Designation which has been a barrier to redevelopment and new development opportunities.
 - Develop "Urban Style" infill housing.
- d. Within the Cass Corridor Area:
- Encourage/mandate a social service authority/entity to monitor, direct and promote effective programming, with emphasis towards job training and continued life empowerment skills.
 - Develop "Job Training/Life Empowerment" campus adjacent to and in conjunction with an existing facility as long as it is consistent with and not negatively impacting on existing or planned residential communities that anticipate the development of income integrated housing.
 - Rehabilitate and integrate nonresidential facilities and integrate them physically and socially into the context of an "Urban Village."
- e. Within and surrounding the McDougall-Hunt Neighborhood enhance the residential environment by preserving and rehabilitating existing housing, developing new housing opportunities, removing blighted influences, environmental hazards, and dangerous structures and enhancing the social, cultural, historical and natural assets of the area
- f. Within and surrounding the North End community and the Burlingame-Webb-Calvert-Glenn Court area rehabilitate existing homes and construct new infill homes in appropriate areas in a manner consistent with the historic design of the community

Youth Development

Goal Statement

Improve the quality of education and services for children and youth through increased community involvement.

Objective 1

Make neighborhood schools accessible as full-time educational, recreational, and information resource centers for their communities.

Policies and Procedures

Time in Years	Recommendation
1	<ul style="list-style-type: none"> • Open schools for longer hours (6 days, 24 hours, if possible) to make resources and facilities available to children and the community for positive activities beyond the school day; seek corporate sponsors.
1	<ul style="list-style-type: none"> • Contract with qualified non-profit agencies and community-based organizations to run comprehensive after-school programs at assigned schools (such as the Beacon St. model) as proposed by the Skillman Foundation's Community Use of Schools Task Force.
1	<ul style="list-style-type: none"> • Evaluate the availability of current facilities. <ul style="list-style-type: none"> - Seek funding for facility off-hour use. - Change current prohibitions of night time use. - Place current or newly created programs within neighborhood schools.

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| 1 | • Expand daytime recreational opportunities for students during school day including gym and recess, as well as after school hours. |
| 1 | • Explore option of corporate schools: company provides space for employees' children and school board provides teachers and curriculum. |

Objective 2

Identify opportunities and secure funding for institutions, agencies, schools, day-care centers, businesses and other community outlets to provide ongoing, quality programs and services for children and youth in a community-friendly manner.

Policies and Procedures

Time in Years	Recommendation
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| 1-3 | <ul style="list-style-type: none"> • Create replications of the Kellogg Youth Village model throughout the Cluster. • Increase funding for qualified non-profit agencies and community-based organizations to provide after-school programs for children to expose them to a rich array of positive activities. |
| 1 | <ul style="list-style-type: none"> • Develop a non-profit group whose task is to support and expand existing programs for youth by seeking funding, acting as an information clearinghouse and identifying areas of need and opportunity. |
| 1 | <ul style="list-style-type: none"> • Develop a consortium of youth development agencies and program providers to establish a shared inventory of available programs, facilitate networking and collaboration of services and improve out-reach and the dissemination of public information. |

Objective 3

Create opportunities for each youth to experience sustained relationships with caring adults in life skills including parenting, relationships, sex education, communication, problem-solving and money management.

Policies and Procedures

Time in Years	Recommendation
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| 1 | <ul style="list-style-type: none"> • Encourage the Detroit Public School system to partner with organizations like the United Way, Healthy Detroit, Detroit Alliance for Fair Housing, City of Detroit Department of Health, local banks, businesses, universities and nonprofit organizations to develop curriculum and after school programs for students in skills that will enable them to participate productively and effectively in the global marketplace. |
| 1 | <ul style="list-style-type: none"> • Encourage the Detroit Public School system to partner with organizations like the United Way, Healthy Detroit, City of Detroit Department of Health, universities and non-profit organizations to develop programs for students and adults in life skills. |

Objective 4

Strongly encourage existing organizations to create new and focus existing programs to nurture early life-skills development.

Policies and Procedures

Time in Years	Recommendation
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| 1 | <ul style="list-style-type: none"> • Develop inter-generational tutoring programs at local schools and community centers. |
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| 1 | • Offer parenting courses through local community centers, community based organizations, non-profits, schools, churches, health clinics, hospitals and doctors' offices. |
| 1 | • Create neighborhood based early-childhood preschool (Head Start) and parenting centers. |

Objective 5

Strongly support and mandate programs to improve the quality of the Detroit Public School system--including enhancing the quality of life of students and teachers.

Policies and Procedures

Time in Years	Recommendation
1	• Increase community-based involvement (such as block clubs, non-profits, government representatives, businesses, seniors, etc.) in the Detroit Public Schools to enrich the school curriculum and help to improve educational outcomes.
1	• Give school principals the authority and make them accountable for the functioning of their schools.
1	• Create community advisory councils for local schools comprised of local parents, residents, and non-profit organizations, other community-based organizations and business owners.

Objective 6

Identify and support any primary and secondary educational sources which provide technical training in skilled trades.

Policies and Procedures

Time in Years	Recommendation
1	• Highlight and expand construction related career offerings now available, such as those at Cass Tech, Youth Build, and the Peter Claver Center.
1-3	• Create a new vocational school and technical programs that address unmet career development needs of young people in the Cluster if existing institutions cannot be expanded or modified.

Objective 7

Create job preparedness programs.

Policies and Procedures

Time in Years	Recommendation
1	• Create partnerships between educational institutions, job training organizations, and businesses and employers to increase the availability of and access to training and entrepreneurial programs, designed with employer input and linked to internships and apprenticeships.
1	• Provide internships and job training as a part of the Incubator Business Resource Center.
1	• Increase awareness through a database of educational opportunities that exist throughout City, including internships and educational tours of area landmarks such as historic Elmwood Cemetery, automobile assembly factories, the Pepsi Bottling Plant, the water treatment facility, Coast Guard Station, Detroit Institute of the Arts, Museum of African American History, Motown Museum, Historical Museum, Children's Museum, the Science Center, the Medical Center, Detroit Symphony Orchestra, the Detroit Resource Recovery Plant and other facilities and institutions in the Cluster.

Job Centers

Goal Statement

Support and enhance the economic base of the cluster.

Objective 1

Eliminate "red tape" and streamline the City's development processing to facilitate the creation of jobs through new construction and building rehabilitation.

Policies and Procedures

Time in Years	Recommendation
1	<ul style="list-style-type: none">• Adopt the best of "best practices" from other cities that have successfully streamlined processes for building permits.
1	<ul style="list-style-type: none">• Recognize that often it is in the best interest of the City, community and developers that Letters of Site Control be given early in the pre development phase rather than later as currently practiced.
1	<ul style="list-style-type: none">• Demand that the city work in partnership with developers and community-based non-profits to make vacant properties available, particularly during the pre-development stages of projects.

Objective 2

Mandate that a document be created, published and disseminated identifying and outlining the City's economic and job creation/training development entities, corporations and organizations, including their roles and responsibilities.

Policies and Procedures

Time in Years	Recommendation
1	<ul style="list-style-type: none">• Clarify which entities/ organizations are responsible for economic development (e.g., job attraction, retention, intervention, employment monitoring, financing, start ups and promotion).
1	<ul style="list-style-type: none">• Create a network to communicate the locations of employment and job training opportunities.
1	<ul style="list-style-type: none">• Make internet terminals and kiosks available in public places and shopping areas that can disseminate information on employment and training opportunities.

Objective 3

Revise current taxing structure, which is a disincentive to business.

Policies and Procedures and Finance

Time in Years	Recommendation
1-3	<ul style="list-style-type: none">• Strongly support the elimination of the single business tax and any other tax that hinders job creation or attraction.
1	<ul style="list-style-type: none">• Eliminate the City's income tax over the next five years.

Objective 4

Encourage small business to utilize existing buildings and generate jobs.

Policies and Procedures and Finance

Time in Years	Recommendation
1	<ul style="list-style-type: none">• Establish tax incentives for businesses to locate in commercial areas targeted for redevelopment, especially along deteriorated commercial thoroughfares.

Objective 5

Create financing for business start-up assistance.

Policies and Procedures and Finance

Time in Years	Recommendation
1-3	<ul style="list-style-type: none">• Create a business incubator in areas such as the near North End and in the Martin Luther King Neighborhood (Core City Neighborhoods, Inc.) to encourage the development of light industrial or high technology businesses.
1	<ul style="list-style-type: none">• Expand current and new funding for One-Stop-Shop-Capital-Shop program to include programs promoting job development and training.
1-3	<ul style="list-style-type: none">• Market existing and new business assistance programs directly to the community.
3-5	<ul style="list-style-type: none">• Seek foundation and other nontraditional sources of funding for business formation.
1-3	<ul style="list-style-type: none">• Create a business program on the model of the DDA's business improvement program.
1-3	<ul style="list-style-type: none">• Replicate the <i>One-Stop Capital Shop</i>, in locations throughout the Cluster, possibly at Neighborhood City Halls.

Objective 6

Entrepreneurial preparedness and support.

Policies and Procedures and Finance

Time in Years	Recommendation
1-3	<ul style="list-style-type: none">• Create an incubator program based on the Mexicantown model which educates and supports entrepreneurs.
1-3	<ul style="list-style-type: none">• Create an effective job retention program ensuring existing employers remain in Detroit.
1-3	<ul style="list-style-type: none">• Support state legislation that allows for community-based organizations to sponsor and manage Individual Development Accounts to support micro businesses.

Objective 7

Physically improve the environs of existing industrial areas so that they promote business expansion while enhancing and buffering surrounding neighborhoods.

Objective 8

Need for job stability and economic opportunities in fields including housing development.

Policies and Procedures and Finance

Time in Years	Recommendation
1	<ul style="list-style-type: none">• Encourage day care centers near job sites.
1-3	<ul style="list-style-type: none">• Encourage developers to access local employers for construction jobs.
1-3	<ul style="list-style-type: none">• Encourage developments in the Cluster assisted through City funding to provide employment opportunities to cluster residents.

Specific Job Center Projects (Unranked)

- a. Promote the creation of a "technology corridor" for the placement of clean industries in an area south of I-94, north of Grand Boulevard and west east of Mt. Elliott (not to include the stable residential area).
- b. Promote the placement of clean industries in the area bounded by Forest on the north, the rail line on the east, Forest Park housing on the south and the I-375 freeway on the west.
- c. Centered on the Goodwill Industries Grand River facility, encourage the placement of an Incubator and Job Training Campus.
- d. Enhance the character and image of the Eastern Market area.
- e. Encourage light industrial in the Renaissance Zone centered on Piquette Avenue.
- f. Support the growth of a research park centered by the Henry Ford Health Center.

Neighborhood Commercial

Goal Statement

Create an environment which encourages the development of strong commercial areas.

Objective 1

Support micro and small-business development in the effort to expand commercial diversity in neighborhoods.

Policies and Procedures

Time in Years	Recommendation
1-3	<ul style="list-style-type: none">• Develop strong, accessible database system to better communicate new and existing programs that are targeted to support small businesses.

Financial

Time in Years	Recommendation
1	<ul style="list-style-type: none">• Provide low interest loans and grants to building owners and business operators in designated impact areas.
1	<ul style="list-style-type: none">• Lobby for and support the start-up of Individual Development Accounts and Micro-Business lending Programs to be administered by community based organizations. State and federal legislation gives support to these initiatives as an acceptable mechanism for asset based poverty eradication in low income communities.
1	<ul style="list-style-type: none">• Expand the services of the One-Stop Capital Shop to include an incubator business resource center supported by the City, community, Wayne State University, and Wayne County Community College. The Center will provide support for financial assistance through grant-writing and loan application guidance, using training and mentorship by other successful and growing small businesses.
1	<ul style="list-style-type: none">• Support the Detroit Alliance for Fair Banking in order to facilitate the securing of contracts and loans from major banks and other lending sources to benefit small and micro businesses.

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| 1 | <ul style="list-style-type: none"> Strongly encourage and monitor the federal community Reinvestment Act (CRA) compliance locally. Emphasis on monitoring and increasing lending in identified under-served areas within Cluster 4. |
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Policies and Procedures and Financial

Time in Years	Recommendation
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| 1-3 | <ul style="list-style-type: none"> Provide loan guarantees by City. |
| 1-3 | <ul style="list-style-type: none"> Within the One-Stop Capital Shop structure facilitate design and marketing support. |

Objective 2

Support Government Center Complex concept as currently proposed.

Policies and Procedures

Time in Years	Recommendation
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| 1-3 | <ul style="list-style-type: none"> The consolidation of City's administrative and support offices and facilities into a "government complex" is strongly encouraged. The current disbursement of city services among numerous office buildings and facilities are inefficient, not customer-friendly and not recommended. |
| 1-3 | <ul style="list-style-type: none"> Any financial benefit that would result from consolidation of city services into a "government complex" will be of sole benefit to the City of Detroit and its residents, and not to any private developer. |

Objective 3

Encourage the creation of jobs in occupational high growth fields.

Policies and Procedures

Time in Years	Recommendation
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| 1-3 | <ul style="list-style-type: none"> Fully participate in the regional growth that Detroit is experiencing by encouraging job seekers to train for positions in occupational growth areas. |
| 1-3 | <ul style="list-style-type: none"> Require that businesses who receive support from public monies, hire and train local residents. |

Objective 4

Encourage mixed-use residential and commercial development.

Policies and Procedures and Land Use

Time in Years	Recommendation
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| 1 | <ul style="list-style-type: none"> Encourage mixed-use residential and commercial development in designated and appropriate areas along the riverfront and downtown as well as along main thoroughfares. Possible sites include Rivertown, Woodward Corridor and River Run. |
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Objective 5

Create guidelines for the development of neighborhood commercial facilities which respect the desirable qualities and character of the existing community.

Policies and Procedures and Land Use

Time in Years	Recommendation
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| 1-3 | <ul style="list-style-type: none"> Respect urban needs when designing to accommodate pedestrians as well as the car. |
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Objective 6

Support organizations and businesses that promote synergy and marketability and the business mix of the area.

Policies and Procedures

Time in Years	Recommendation
1	<ul style="list-style-type: none">• Encourage commercial studies to identify potential markets that have been under-developed.
1-3	<ul style="list-style-type: none">• Encourage joint marketing and promotional programs for businesses that are clustered.
1	<ul style="list-style-type: none">• Recruit complimentary businesses to locate in developing areas where successful enterprises can act as anchors.
1-3	<ul style="list-style-type: none">• Assist in providing ancillary facilities necessary to support business development i.e. shared parking, security, lighting, and connections to the surrounding neighborhoods.
1-3	<ul style="list-style-type: none">• Encourage neighborhood groups to identify, market, and attract and retain businesses that are desired in their communities.
1	<ul style="list-style-type: none">• Create zoning to address the over saturation of undesirable single business types, (e.g. liquor stores, pawn shops and check cashing centers).
1	<ul style="list-style-type: none">• Pursue zoning regulations that allow for a "neighborhood-like" community and enhance a pedestrian-friendly environment.
1-3	<ul style="list-style-type: none">• Create a plan which encourages a variety of desirable community services and businesses while prohibiting undesirable ones.

Transportation

Goal Statement

Facilitate movement and create connections within the cluster, the city, and to other areas throughout Southeast Michigan.

Objective 1

Strongly encourage the merger of DDOT and SMART to facilitate inter-regional travel and to improve the conditions, routing, scheduling, access and maintenance of bus service to decrease travel time.

Policies and Procedures

Time in Years	Recommendation
1	<ul style="list-style-type: none">• Require elected officials and mayoral appointees to periodically use the bus system so that they develop a true awareness of public transportation needs and observe conditions.
1-3	<ul style="list-style-type: none">• Evaluate bus routes, levels of service and efficiency.
1	<ul style="list-style-type: none">• Encourage the development of a regional transportation plan (possibly lead by SEMCOG) which includes the evaluation of the effectiveness of public and private modes of transportation in the region.
1	<ul style="list-style-type: none">• Petition members of City Government as well as officials of Wayne, Oakland, Macomb counties and the State to urge the merger of the two bus systems.

Objective 2

Develop alternative means of transportation.

Policies and Procedures

Time in Years	Recommendation
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| 1-3 | <ul style="list-style-type: none">• Encourage employers to provide incentives for employees who car pool or ride share to work. |
| 1-3 | <ul style="list-style-type: none">• Create car pool lanes on larger highway systems to encourage car pooling. |
| 1-3 | <ul style="list-style-type: none">• Encourage larger employers to develop park and ride programs within the city. |
| 1-3 | <ul style="list-style-type: none">• Formalize the use of jitneys as an alternative transportation system to facilitate the movement of persons in a low cost manner. |
| 1-3 | <ul style="list-style-type: none">• Provide transportation for youth and young adults to existing and future programs and services including schools, job centers and home. |

Policies and Procedures and Finance

Time in Years	Recommendation
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| 1-3 | <ul style="list-style-type: none">• Develop pedestrian and bicycle paths to provide connections within the cluster. |
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Policies and Procedures, Finance and Land Use

Time in Years	Recommendation
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| 1 | <ul style="list-style-type: none">• Explore the potential of developing a fixed rail system, especially to connect job, governmental and cultural centers. |
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Objective 3

Institute an attraction transportation shuttle to link the entertainment and tourist venues along the Woodward corridor and the Jefferson Avenue/East Riverfront.

Policies and Procedures and Finance

Time in Years	Recommendation
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| 1-3 | <ul style="list-style-type: none">• Expand the current attraction shuttle which runs between Greenfield Village and the Cultural Center. |
| 1-3 | <ul style="list-style-type: none">• Explore the feasibility of introducing a watertaxi service along points of interest on the riverfront. |
| 1-3 | <ul style="list-style-type: none">• Explore the feasibility of extending the trolley to entertainment venues along the riverfront and to other appropriate locations in the Greater Downtown area. |

Objective 4

Institute dedicated alternative transportation systems that will service both City Airport and Detroit Metropolitan Airport.

Policies and Procedures

Time in Years	Recommendation
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| 3-6 | <ul style="list-style-type: none">• Create an efficient Detroit-based transportation system that will service the projected growth in passengers and the corresponding increase in employment expected to take place at Detroit Metropolitan Airport in the coming decade. Consider as a partial solution, the activation of rail service in a corridor parallel to I-94. |
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| 3-6 | <ul style="list-style-type: none"> • Create an efficient Greater Downtown Detroit based shuttle to directly link with City Airport. |
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Objective 5

Insure that the development of major transportation systems does not irreparably damage existing neighborhoods.

Policies and Procedures

Time in Years	Recommendation
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| 1-3 | <ul style="list-style-type: none"> • As planning continues for the redesign of I-94 and I-375/Fisher Freeway insist that the local residents and impacted neighborhoods have the opportunity to adequately participate in the process. |
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Special Issues

Goal Statement

Encourage the development and support of cultural and entertainment centers within the cluster.

Objective 1

Create a 24 hour city.

Policies and Procedures

Time in Years	Recommendation
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| 1-3 | <ul style="list-style-type: none"> • Promote events in a coordinated fashion where compatible programming among area institutions can create larger attendance draws. |
| 1 | <ul style="list-style-type: none"> • Enhance, coordinate and promote cultural center assets. |
| 1-3 | <ul style="list-style-type: none"> • Allow bars, restaurants and entertainment facilities to extend their hours of operation to be consistent with those proposed for the casinos (while leaving alcoholic beverage cutoff as currently existing). |
| 1-3 | <ul style="list-style-type: none"> • Extend the hours of operation of the Detroit Institute of Arts, the Main Library, the Museum of African American History the Historical Museum and other cultural venues to evenings, particularly on weekends. |
| 3-5 | <ul style="list-style-type: none"> • Support cultural assets and recognize them as regional amenities, including historic Belle Isle Park. |
| 1-3 | <ul style="list-style-type: none"> • Increase the number of cultural events for families in order to expand the attractiveness of the "city living" program to all, such as the Festival of Arts. |
| 1-3 | <ul style="list-style-type: none"> • Use cultural institutions as assets for common neighborhood development. |
| 6-10 | <ul style="list-style-type: none"> • Promote area cultural and educational institutions as facilities to be used for conferences and meetings. |
| 1-3 | <ul style="list-style-type: none"> • The management oversight of Belle Isle should be entrusted to a Detroit-based organization which is made up of a trained staff and park management professionals. |

Policies and Procedures and Finance

Time in Years	Recommendation
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| 1-3 | <ul style="list-style-type: none"> • Create promotional materials that explain the good aspects of living and working in Cluster 4 to include excellent schools, theaters, transportation, restaurants, family entertainment, recreation, existing historic districts and housing quality. |
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1-3	•	Implement a business improvement district to self-finance a maintenance and facade improvement program.
1-3	•	Institute a graffiti-free program throughout area.
1	•	Support with funding community organizations such as the University Cultural Center Association, the New Center Area Council and the Rivertown Business Association as a means of promoting cultural and entertainment centers.
1-3	•	Develop a circulation system between the CBD and entertainment and cultural venues which includes a free bus system connecting the amenities, and develop "visitor" parking areas that are safe, convenient, attractive and connected to the pedestrian streetscape system.
1-10	•	Fund the implementation of the Belle Isle Master Plan.
1-3	•	Support automobile fees as a long term, stable source for funding capital improvements and maintenance on Belle Isle. These fees should be restricted to Belle Isle needs only.

Finance

Time in Years Recommendation

1	•	Develop bed & breakfast districts.
1-3	•	Support the institution of a regional tax for the arts.

Policies and Procedures and Land Use

Time in Years Recommendation

1-3	•	Use art in public places to provide linkage among area institutions.
1-3	•	Develop a signage program to provide a cohesiveness to the Woodward and East Jefferson corridors.
1-3	•	Implement lighting and streetscape enhancement program to promote pedestrian use and connections between major cultural facilities; encourage ancillary entertainment development such as shops, lofts and restaurants that will promote 24 hour use of the Cultural Center area; and pursue a long-term, comprehensive maintenance program to ensure a quality environment.

Objective 2

Create pedestrian friendly street in cultural area as well as on all of Woodward.

Policies and Procedures

Time in Years Recommendation

1	•	Discourage negative byproducts of cosmopolitan life by: <ul style="list-style-type: none"> - Developing and enforcing facade and signage design standards. - Increasing police presence at evening events. - Mitigating traffic problems through effective transportation planning.
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Policies and Procedures and Finance

Time in Years Recommendation

1	•	Encourage WSU to build or allow to build small retail shops and/or restaurants on Woodward next to the Whitney.
1	•	Use Art on the Move as a model to create neighborhood support for cultural assets.
1	•	Market the cultural center institutions and programs individually and collectively.

Policies and Procedures and Land Use

Time in Years Recommendation

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| 1 | • | Integrate WSU physically into the community and encourage the University to respond to its urban setting in a positive way—eliminate surface parking lots on Woodward and Cass. |
| 1 | • | Redevelop cultural area as a campus. |
| 1-3 | • | Use open areas in cultural/university area and parks (Grand Circus) for sponsored, free concerts during lunch and early evenings. |

Objective 3

Integrate neighborhood entertainment and cultural opportunities into existing and future development facilities.

Land Use

Time in Years Recommendation

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| 1 | • | At major thoroughfares like Woodward, encourage the development of neighborhood theaters. |
| 1 | • | Future shopping developments should incorporate restaurants, music venues and theaters. |
| 1-3 | • | Create a small intimate shopping area around the restaurant district centered by the Whitney, Canfield's and Union Street that would include coffee and bakery and bagel shops, record stores and other tourist oriented or cultural compatible uses encompassed by the Woodward Village concept. |
| 1-3 | • | Promote the historic character of areas like old Rivertown as mixed-use entertainment centers. |

Objective 4

Create continuous pedestrian public access and bicycle paths along the riverfront, linking parks with housing, entertainment and job centers.

Goal Statement

Use casino revenues to fully benefit the residents and youths of the city of Detroit.

Objective 1

Strongly require that no less than one-third of the "guaranteed" revenues to be provided to the City annually from the casinos be used for: low interest home repair and improvement loans; home buyers club and low interest mortgages; youth development, recreation and education; grants for non-profit development organizations or low income families for housing rehabilitation and infill construction.

Goal Statement

Involve more segments of the community in creating quality living environments.

Objective 1

Improve infrastructure—streets, lighting, public utilities, and public facilities.

Policies and Procedures and Finance

Time in Years Recommendation

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| 1-3 | • | Encourage the City to continue to support in the public infrastructure of the city, giving priority to those neighborhoods that have a clearly defined neighborhood improvement plan in place. |
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Objective 2

Encourage partnerships (including public and private partnerships) that build and rebuild housing and commercial development.

Policies and Procedures

Time in Years Recommendation

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| 1 | <ul style="list-style-type: none">• Establish new or utilize existing neighborhood groups that can work in partnership with private developers to assure that neighborhoods are rebuilt in a quality manner. |
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Objective 3

Give neighborhood residents priority in purchasing adjacent lots within the perimeters of an adopted neighborhood plan or with neighborhood consensus.

Policies and Procedures and Land Use

Time in Years Recommendation

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| 1-3 | <ul style="list-style-type: none">• Create formal or informal development plans at the neighborhood level to guide housing policy. |
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Objective 4

Identify locations, secure land and create more parks.

Policies and Procedures and Land Use

Time in Years Recommendation

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| 1-3 | <ul style="list-style-type: none">• In residential areas that are in a state of major deterioration, incorporate neighborhood green space as a key component in any redevelopment plan. |
| 1-3 | <ul style="list-style-type: none">• Work with the state Department of Environmental Quality to identify areas that would be best served by returning to their natural state, and to partner with the City on the development of an urban park (especially within the River Run Neighborhood concept). |

Objective 5

Create an organizational linkage between businesses and the community.

Policies and Procedures

Time in Years Recommendation

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| 1-3 | <ul style="list-style-type: none">• Create neighborhood and business organizations that represent a cross section of the community. |
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Objective 6

Support the effort to create linked greenway systems that enhance the setting for economic development; push for continuous public or semi-public Detroit Riverfront access; and make Belle Isle Park a true, high quality park experience.